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# CONSULTING SERVICES, 2009

Mission and Expertise  
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Forecasts and Opportunity Assessments

## Mission and Expertise

### OVERVIEW

Founded in 1988, Plan A is an established life sciences consulting firm based in Silicon Valley, near Stanford University. The majority of our clients are directors and senior managers in new product planning, business development, forecasting, and market research at major pharmaceutical and biotechnology companies. Approximately 70% of our work is conducted on behalf of pharmaceutical companies, and 30% is for biotech firms. We specialize in making the connections between scientific innovations and unmet medical needs that are critical in identifying market opportunities.

### MISSION

Plan A is dedicated to assisting client companies in the development of clinical and market strategies. We help our clients find and capitalize upon valuable market opportunities. We provide them with the expertise and facts they need to support even their most challenging decisions.

### EXPERTISE

Plan A's staff has expertise in pharmaceutical marketing and product management, clinical and scientific research, forecast modeling, and management consulting. Working in a collaborative environment that facilitates synergy between these various disciplines, our teams provide clients with the solutions they need and a clear and credible basis for action.

We have significant experience in many diseases and their treatments:

#### **Therapeutics**

- Oncology
- Cardiology
- HIV/AIDS
- Neurology
- Ophthalmology
- Gastroenterology
- Dermatology
- Immunology

#### **Technologies**

- Drug delivery
- Gene therapy
- Immunotherapy
- Genomics

## Resources and Methodologies

### SCIENTIFIC AND CLINICAL ADVISORS

Plan A maintains long-standing relationships with leading researchers and clinicians at major academic centers by actively seeking their participation in new and ongoing studies. This global network of experts provides Plan A with special access to individuals who are the most knowledgeable sources of information about cutting-edge research and drug development.

Plan A's scientific advisory board comprises faculty from major academic medical centers such as U.C. San Francisco, Stanford University, University of Florida, the University of Florence, and Hong Kong University. Plan A also works with a cadre of physicians who participate as team members on various consulting engagements and work closely with affiliates throughout the United States, Europe, and Japan to conduct global research.

### METHODOLOGIES

Because the best decisions are contingent upon the collection and analysis of the appropriate information, Plan A devotes considerable attention to the design of each of its studies in order to provide the best possible solutions for each client.

Our methodologies provide an all-encompassing approach to decisionmaking that balances formal market research methods, scientific and clinical understanding, and the latest management consulting practices.

We use both primary and secondary research to identify and validate the factors playing key roles in each relevant market in order to develop a complete picture of the dynamics shaping these markets. This multifactorial approach ensures that our forecast models are thorough, accurate, and strategic.

We use a variety of qualitative and quantitative methods in analyzing patient population dynamics, evaluating products, and identifying and assessing unmet medical needs.

#### **Technology Assessment**

- Scientific/clinical literature analysis
- Clinical trial evaluation
- Product profile development

#### **Market Research**

- Discussion guide/questionnaire design
- Qualitative methods (e.g., one-on-one interviews, focus groups, Delphi panels, quorums)
- Quantitative methods (e.g., conjoint, discrete choice)

#### **Analytical Frameworks**

- Patient population modeling
- Treatment pathway mapping
- Unmet needs analysis
- Competitive analysis
- Sales audit analysis
- Opportunity prioritization
- Forecasting and scenario planning

By employing a fact-based approach to problem solving that has both scientific and business integrity, we have achieved an exceptional track record in challenging conventional wisdom and helping our clients find and take advantage of unique and valuable opportunities.

## Core Competencies

Plan A's core competencies encompass state-of-the-art analytical methods that provide clients with a distinct competitive advantage.

### FORECASTING

Plan A's forecasting methodology integrates epidemiology modeling (i.e., prevalence and incidence models), qualitative and quantitative primary research (e.g., discrete choice and conjoint methods), secondary research, competitive analysis, and a range of state-of-the-art analytical methods for specific assumptions in order to meet the specific needs of our clients. Our capability encompasses patient- and prescription-based revenue forecasts for products at all stages of development. Our goal is to develop forecasts that balance user-friendliness and model complexity.

### PRIMARY RESEARCH

Plan A engages key opinion leaders in peer-level discussions to obtain candid, thoughtful appraisals of significant market and technology drivers such as patient population segmentation, therapy trends, unmet needs, product performance, and scenarios of use for new products. We use the findings from these interviews to design appropriate surveys for community-based physicians, whose treatment patterns dictate product adoption. In addition to interviewing physicians and researchers, Plan A routinely interviews reimbursement decisionmakers, policy makers, and other health care professionals who can influence the use of the technologies we assess.

### SECONDARY RESEARCH AND AUDIT DATA ANALYSIS

To answer key questions about products and markets, Plan A analyzes the available scientific, epidemiological, and market information related to the project objectives. Secondary sources include Plan A's in-house database, scientific literature searches at Stanford University libraries, syndicated sources such as Pharmaprojects, conference proceedings, on-line computer databases, specialized

audits, and other relevant publications. The results are integrated with the results of primary research to improve the accuracy of our models and forecasts.

### POPULATION MODELING

Plan A uses proprietary methodologies to analyze epidemiological data derived from secondary research and information about treatment pathways derived from primary research to create rational models of patient populations. These models quantify subsets of patients with each stage or form of the relevant diseases who are candidates for each line and type of therapy. Detailed segmentation of the patient population into relevant subsets is critical for the accurate identification and assessment of new market opportunities.

### SCIENTIFIC ANALYSIS

Scientific and clinical analysis is conducted by team members with advanced science backgrounds. Each team focuses on identifying and interpreting technical information relevant to the project's objectives (e.g., disease process, role of novel mechanisms of action, clinical trial design, evaluation of new product concepts). The analysis is ongoing and supports population modeling, audit analysis, primary research, and competitive pipeline analysis.

### PRODUCT PIPELINE ANALYSIS

Competitive pipeline analysis requires an understanding of both the biology of disease and the mechanisms of the classes of drugs used in the prevention and treatment of disease. Because we have extensive experience in assessing products in preclinical and clinical development and the dynamics of existing markets, we have the knowledge needed to accurately describe the competitive environment for new products. We evaluate the strengths and weaknesses of products in development, measuring their performance on specific criteria (e.g., mechanism of action, indication, scenario of use, administration, safety, price), in order to estimate their potential.

## Forecasts and Opportunity Assessments: Leading Clients to Success

The benefits of Plan A's integrated approach and expertise are perhaps most evident in our opportunity assessments and new product forecasts, which have enabled us to support our clients' strategic initiatives in product development, product life cycle planning, and therapeutic area planning:

- Supported a multiyear product development program for a novel cancer agent from early Phase II trials through launch, resulting in the successful commercialization of one of the most visible novel cancer therapies to date
- Performed due diligence for a novel antibody for a major hematological cancer which led to the in-licensing of what has become one of the leading hematological cancer drugs on the market
- As part of the post-merger integration of two major pharmaceutical companies, Plan A valued and forecast the new company's combined product portfolio, enabling senior management to oversee the successful merger of two major pipelines
- Supported a two-year program to assess and screen drug candidates that leveraged the core technologies of a major drug delivery company, resulting in successful products in three specialty areas and acquisition of the client company by a major health care company
- Analyzed key opinion leaders' perspectives on key clinical and market issues in order to identify alternative trial designs that would lead to the greatest use of the client company's product based on potential product performance
- Conducted an opportunity assessment for a product in Phase III trials, resulting in the controversial recommendation to discontinue its development, which was later validated by the disappointing sales of its main competitor
- Assisted an emerging biopharmaceutical company with a product positioning strategy and Phase II clinical trial design for its lead product, which enabled R&D and marketing groups to jointly devise an optimal development strategy

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## CONTACT

If you are interested in learning more about Plan A's consulting services or publications or would like to arrange a meeting to discuss your firm's specific consulting needs, please contact:

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